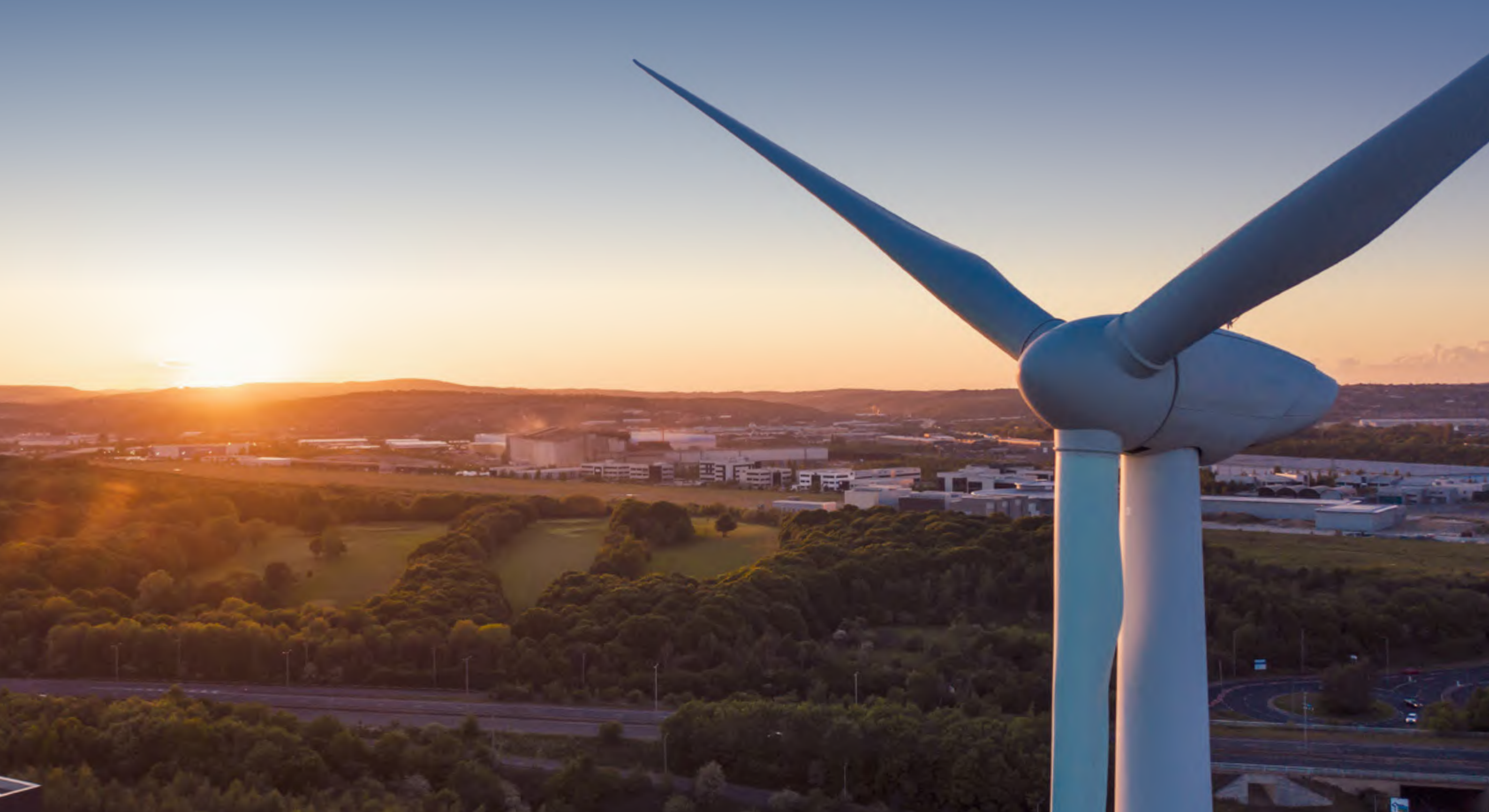
Northern Powergrid
Independent Stakeholder Group

Annual Report 2025-26

June 2026



> We are here to help ensure that the people of the North East, Yorkshire and Northern Lincolnshire are kept at the heart of NPg's thinking, planning and delivery.

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1 Introduction

2025/2026 saw yet more change in the energy landscape both in terms of domestic developments and increasing global conflict, which impacted wholesale energy prices and, ultimately, end consumers. More detail on these challenges and what they meant, and continue to mean, for Northern Powergrid (NPg), its Customers and the work of the Independent Stakeholder Group (ISG) is detailed in sections 4.0 and 7.1.

This report covers the work of the NPg ISG for the period 1st April 2025 – 31st March 2026. 1st April 2023 saw the start of the Electricity Distribution 2 (ED2) period – which runs from 2023 to 2028. Hence, this document is the ISG's report on delivery year 3 of the ED2 plan, with the ISG publishing annual reports on its work during each of the five years of ED2. However, this reporting period was the first year that we saw more detail emerge in relation to NPg's approach to the development of its Electricity Distribution 3 (ED3) plan covering the period 2028 – 2033. As a result, our work has not just been focussed on the ongoing monitoring of NPg's ED2 plan and delivery of the 83 Customer commitments therein, but we have also been engaged on numerous workstreams relating to the development of ED3.

As we reported last year, progress on ED3 has felt very slow, predominently driven by delays in regulatory timescales, and with ED3 Business Plans due for submission in late 2026, the ISG would have wished to be further forward in terms of scrutinising those plans. The group has been actively engaged in both NPg's workstreams and Customer engagement programmes but, at the time of writing, have yet to see any concrete details of the draft Business Plan.

As in previous years, I am extremely grateful to all my ISG Colleagues for their excellent work and would particularly like to thank Jenny Saunders who, having been on the group since it's inception in 2018, stepped down in June 2025. Jenny's knowledge and experience was invaluable. Happily I can also welcome Carol Botten to the group. Carol brings many of the skills that we need given Jenny's departure and the transition has been very smooth. I would also like to thank the Members of the Distribution System Operations Review Panel (DRP) sub-committee for their diligent work across the course of this year. Together we look forward to continuing our work together to ensuring that NPg's Customers are always at the heart of its thinking, planning and delivery.

Chris Murray MBE FIGEM FEI
Independent Chair

2 ISG Purpose

Ofgem's description of the role of ISG groups as published in the ED3 framework decision is as follows:

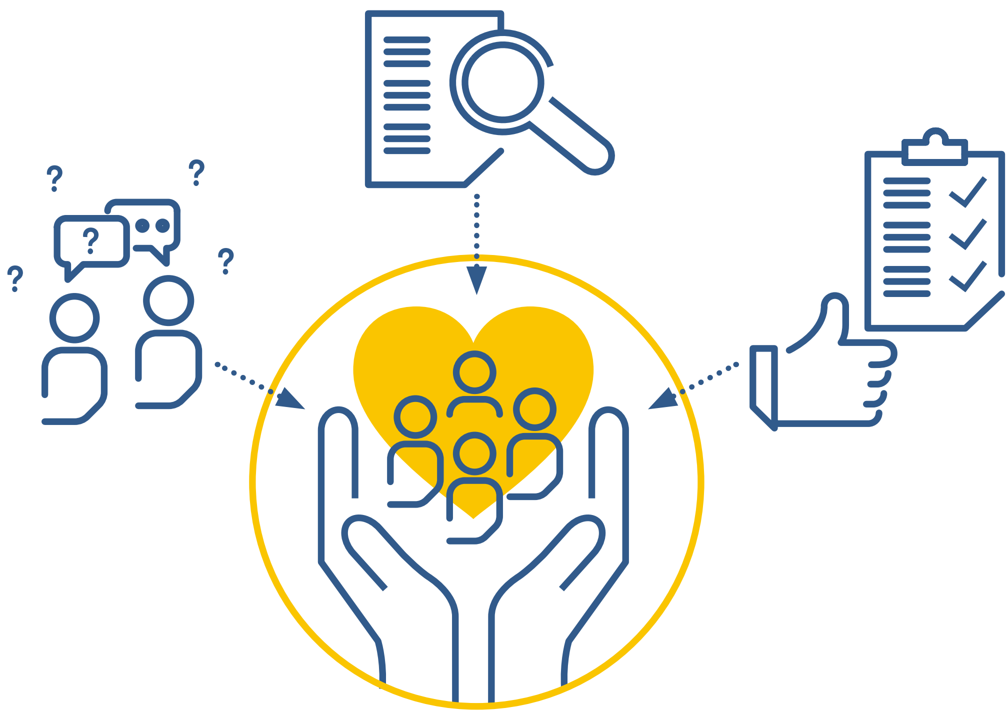
"The ISGs should provide challenge and scrutiny to network companies, both in developing Business Plans, but also on an enduring basis in delivering these plans."

Within the NPg ISG, we describe our purpose as the following:

"The UK has some of the highest power prices in the world, affecting Customer affordability and economic growth. It has set ambitious goals to improve energy security and achieve Net Zero. In this world, Northern Powergrid must evolve and innovate, meaningfully engaging with its Stakeholders as it does. As the ISG, we are here to help ensure that the people of the North East, Yorkshire and Northern Lincolnshire are kept at the heart of NPg's thinking, planning and delivery, with a particular focus on people at greatest need or risk. The outcome: more responsive Business Plans delivered better for having been robustly challenged, and benefiting from our independent advice and support."

In addition to this longer explanation, we have developed the following, more easily memorable, short form version of our purpose:

"We are here to help ensure that the people of the North East, Yorkshire and Northern Lincolnshire are kept at the heart of NPg's thinking, planning and delivery".



3 Executive Summary

- **2025/2026 saw ongoing monitoring of Year 2 of NPg's ED2 plan.** ISG frustrations at the quality of reporting against Business Plan commitments – where the ISG has regularly pointed to inconsistencies between overall NPg Red/Amber/Green internal management ratings – continued for some time and the new reporting pack that we welcomed the emergence of in last year's annual report has continued to be further refined.

- **Thankfully, the information we are now seeing is far more helpful, as are the occasions when NPg Exec Members join full ISG meetings to have mini-deep dives into their delivery areas. Such discussions are always far more useful than simply reading the report or having it interpreted by those charged with collating it.** At the end of Year 3 of the ED2 period, all Distribution Network Operators (DNOs) report being behind on run rate in terms of delivering their full ED2 obligations, but we are starting to see a ramping up of efforts, and full delivery is expected by the end of the ED2 period.

- **We have been very pleased to witness extensive Customer engagement during the year, particularly in relation to the development of ED3, the decarbonisation challenge, the further bedding in of the Distribution System Operator (DSO) function and Connections reform.** The challenge of reordering and removing projects from the queue (in line with nationally agreed processes) has remained an area of significant interest for Stakeholders across many projects still wishing to connect. We consider that NPg has adopted a good approach, has engaged extensively to keep its Customers informed and, as a result, has been able to stand down teams that were expected to have to deal with a large number of complaints arising from this nationally driven reform process which, managed by the National Energy System Operator (NESO), suffered further delays which were actually helpful to NPg in terms of allowing more time to resolve local queue issues.

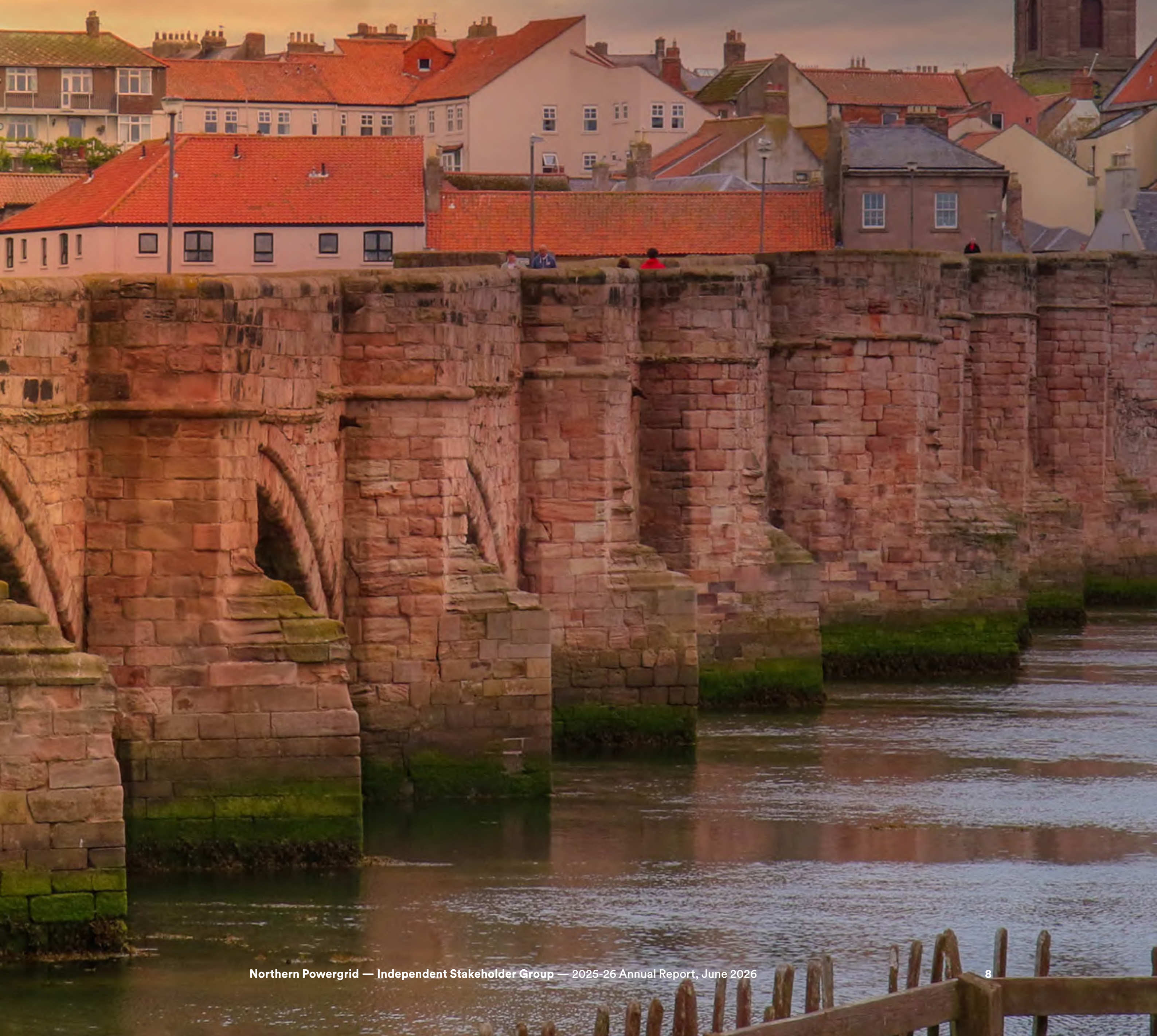
- **Unfortunately, we have not yet been able to observe any engagement between trade unions and NPg and have requested access to the minutes of such discussions in the absence of any direct access, which we had benefitted from in the development of the ED2 business plan.** We take a strong view that the involvement of employees as stakeholders is critical and expect this group to be meaningfully engaged, particularly in areas such as safety, which they have vital insights into which must be fully listened to and acted upon.

- **In terms of specific concerns, the ISG remains disappointed about NPg's appetite to wholly embrace diversity, equity and inclusion (DEI) to the extent that it made commitments alongside the ED2 plan in a standalone plan analogously to commitments NPg made on sustainability.** We are also concerned that, in Ofgem's DNO performance report for 2024-2025, which wasn't published until January 2026, NPg ended ED2 Year 2 with a £5.1m net penalty, making it one of only two DNOs in a negative position for the second year running. NPg also ranked in the bottom two across most incentives, missing Interruptions Incentive Scheme (IIS) targets, particularly in the Yorkshire region, where it received a £8.96m penalty. While Customer Satisfaction improved, NPg also missed a number of other regulatory targets. We are hopeful that, when produced, the Ofgem report for Year 3 of ED2 will reveal improved performance across the board as, while we observe significant efforts to get things right on behalf of Customers compared to other DNOs, we cannot evidence that NPg's Customers are being served as well from the information available to us.

- **ISG Members have attended various launches, conferences, seminars and webinars and are now seeing regular outputs from the AI feedback triangulation tool which has enabled NPg to capture, triangulate and respond to Stakeholder feedback, including input from one-to-one sessions, much more effectively.** We are hoping to see significant benefits that will maximise the value of NPg's ED3 engagement programme. Generally, in terms of engagement, we continue to be very happy with both the volume and quality of engagement undertaken across a broad range of Stakeholders. This engagement impressed us during the first 2 years of ED2 and, while focus areas have naturally changed, we continue to be very happy with NPg's approach to engagement which, in our view, is commendable.

- **Building on our comments about observed improvements last year, we have witnessed continued learning from Storm Arwen, resulting in enhanced communication in the run up to storms, along with improved on-site support for Customers during power cuts.** This Winter did see a number of named storms hit the network and we would commend NPg on all the improvements they have made both in terms of their storm preparedness and response, particularly in respect of support for vulnerable Customers.

“We have been very pleased to witness extensive Customer engagement during the year, particularly in relation to the development of ED3, the decarbonisation challenge, the further bedding in of the Distribution System Operator (DSO) function and Connections reform.”



4 Major Energy Landscape changes

The UK electricity distribution sector experienced significant transformation during the 2025/2026 financial year, driven by decarbonisation targets, regulatory reform, increasing electricity demand and growing pressure to modernise networks. DNOs have had to adapt rapidly to support the UK's Clean Power 2030 ambitions.

One of the most important developments noted was the implementation of major grid connections reform. Under the leadership of NESO, the industry moved away from the long-criticised "first come, first served" connections model toward a "first ready and needed" approach. These reforms were formally approved by Ofgem in April 2025 and went live in June 2025. The aim was to prioritise viable projects and align with Government targets.

The reforms had major implications for DNOs in other performance areas because they were required to reassess existing queues, coordinate more closely with NESO and provide enhanced support to Customers. Ofgem also introduced new RIIO-ED2 pass-through funding mechanisms to support the cost of implementing these connection reforms. The ISG has observed NPg's work in relation to the reform of the connections review process, and while NPg has struggled at times, we have seen continued efforts to ensure that both large customers and customers requiring Low Carbon Technology connections, are informed as to both the status of, and progress with their requests. We will continue to monitor this closely.

Another major industry shift was the acceleration of investment linked to net zero and electrification. The growth in use of electric vehicles, heat pumps, distributed solar generation and battery storage continued to increase pressure on DNOs. Ofgem's Electricity Distribution Annual Report described this as a "once-in-a-generation upgrade" of energy infrastructure. DNOs increasingly focused on flexibility services, digitalisation and anticipatory investment to avoid network bottlenecks.

Flexibility markets became increasingly important during the year. The UK government and Ofgem placed stronger emphasis on smart energy systems, demand-side response and local flexibility as alternatives to costly reinforcement. Government analysis suggested flexibility could reduce future distribution network investment requirements by up to 15%, potentially saving billions of pounds by 2050. Our work in relation to flexibility is managed through the Distribution System Operator Review Panel (DRP), which is a sub-committee of the ISG. A summary of their work and a link to the full DRP annual report can be found in section 6.0.

Battery storage also emerged as one of the fastest-growing sectors connected to distribution networks. Industry discussion throughout 2025 and early 2026 focused heavily on the surge in battery connection applications and concerns about queue saturation. Community discussions highlighted how battery projects have increasingly shifted from speculative developments toward more mature and deliverable schemes.

The industry additionally faced growing scrutiny over affordability and consumer fairness. Public debate intensified around electricity standing charges, network costs and the broader structure of UK electricity pricing. Discussions around locational pricing and electricity market reform became more prominent during 2025/2026 as policymakers explored ways to reduce system costs and improve investment signals.

Finally, resilience and operational security remained major priorities. Severe weather risks, cybersecurity concerns and rising electricity demand required DNOs to improve network reliability while simultaneously transforming the grid for a low-carbon future. Overall, the 2025/2026 year marked a period of rapid structural change in which the UK electricity distribution industry moved closer toward becoming a smarter, more flexible and strategically planned energy system.

5 Monitoring NPg's ED2 Performance

Monitoring NPg's delivery against its ED2 business plan commitments has, once again, been a significant part of the ISG's work this year. NPg established their Business Plan Engagement Group (BPEG) structure as a key part of their internal management process to help provide oversight of Business Plan delivery, ensuring that Stakeholder feedback is firmly embedded within NPg's priorities, investment decisions and planning. Four subgroups were created within the process structure and these largely align to the ED2 Business Plan areas, with each subgroup having an assigned Chair and associated Members. In order to enable the ISG to monitor delivery of NPg's Business Plan commitments, all subgroups always have at least one ISG Member in attendance. The year started with each subgroup benefitting from receiving insights reports from an external agency (Sirio Stratagies) which collated and triangulated the views of Customers from all engagement activities and provided recommendations for action. However, more recently the AI Triangulation tool has been used more extensively to provide collated Customer and Stakeholder feedback. The subgroups met regularly throughout the year and covered the following areas:

5.1 Energy Futures

The Energy Futures BPEG has continued to operate as three "channels" – for Connections, Flexibility and Locally Enhanced Network Planning. Towards the end of 2025, it shifted from holding a monthly call for each channel (resulting in four calls per month – one per channel plus an overall summary call) to a schedule where it rotated monthly between the three channels.

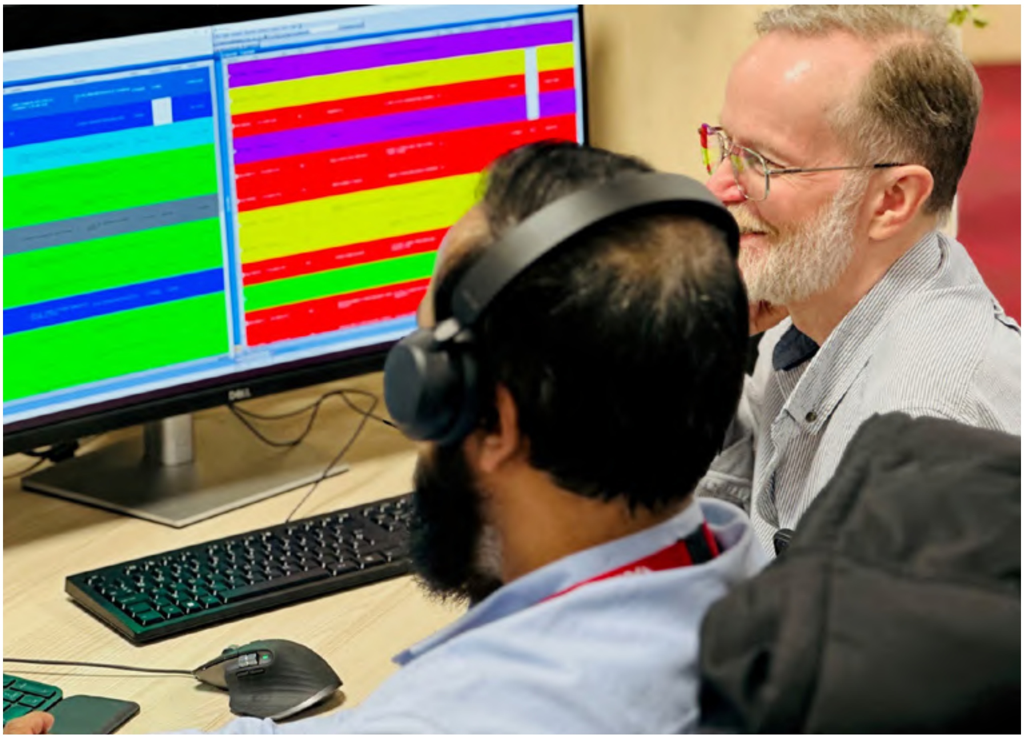
This shift reflected the growing maturity of the BPEG model, which is now firmly embedded within the business. We welcome this maturity and have observed high quality Stakeholder engagement across all three channels. This engagement has been tailored to the needs of Stakeholder groups and feedback from those Stakeholders has informed ongoing strategies and plans.

Key topics covered during the year have included:

Connections

Connections Reform has been a major topic throughout the year following Ofgem's decision on connections reform in April 2025. NPg has been very active in supporting its Customers to understand the new requirements and processes, e.g. by developing a "ready reckoner" tool to help projects understand their position against Clean Power 2030 criteria and manage expectations regarding future assessments, and running regular webinars and support sessions. Early submissions from the approximately 400 projects required to submit data by the end of July showed high failure rates due to technical errors. NPg has been very active in helping Customers understand the issues and navigate the processes.

Large scale demand has been another emerging issue. NPg is engaging with major demand Customers such as hyperscale data centre developers, large industrial clusters, such as Humber Freeport, and operators of motorway service area EV charging facilities to understand their needs and help them manage their requirements against constrained distribution and transmission network connections.



Graham Oakes, ISG, in NPg Contact Centre

Taking lessons from the above, NPg has rolled out an accountability framework to develop a single point of contact for large connection projects and define accountabilities against which service performance can be tracked.

The Connections team also manages relationships with Independent Connection Providers (ICPs) and Independent Distribution Network Operators (iDNOs). The team has been actively supporting these Stakeholders and streamlining both standards and data access to enable more self-service by them.

Flexibility

NPg has continued to develop and refine its Flexibility Markets, e.g. by moving to a monthly cadence for flexibility tenders – to provide more opportunities for Flexibility Service Providers (FSPs) – and developing more dynamic products. These developments will help address some of the barriers to participation identified in Stakeholder surveys, e.g. the low price for many services, although NPg will need to continue reducing friction to access the market (e.g. in pre-qualification processes) and work to ensure that FSPs can earn sufficient value from their assets to sustain their participation.

The Flexibility team has also been closely involved with innovation projects such as the Boston Energy Spa Efficiency Trial (BEET) and Community DSO. BEET is exploring how voltage optimisation via network flexibility (e.g. adjusting tap changers on transformers) can reduce consumer bills. Community DSO is conducting trials in several communities across the region (e.g. Barnsley, Knaresborough, Whitley Bay) to explore ways in which communities can take leadership in managing network usage in their areas. The team has also been working with E.ON Next on a trial to install batteries and insulation in homes in Crowle and Starbeck, helping reduce consumer bills through a combination of flexibility and reduced overall demand.

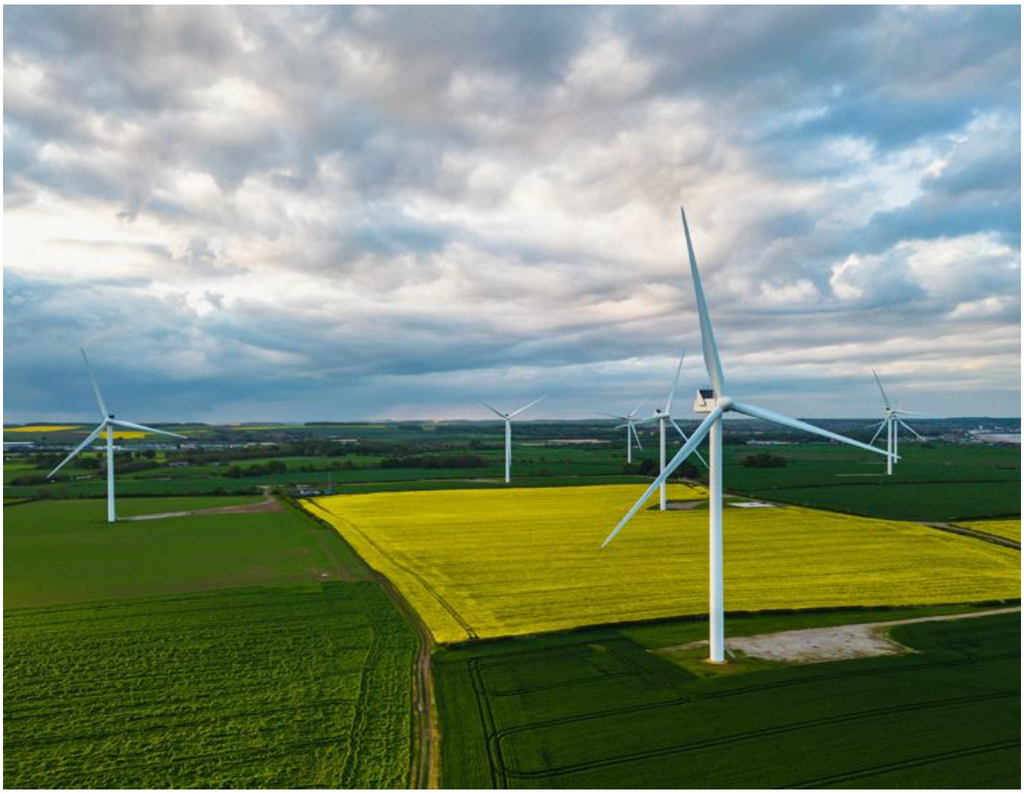
Demand Turn Up has also been an ongoing topic of discussion. DSOs such as UKPN and NGED have started to procure this service actively in their regions. NPg has been more circumspect, seeking clarification of its licence conditions in this area. We would encourage Ofgem to provide greater clarification on this matter so that NPg can begin actively addressing a service that could provide value to both Consumers and generators in the region.

Locally Enhanced Network Forecasting

Open Data has become a point of strength for NPg, with the portal growing to approximately 3,000 registered users and gaining good feedback and recognition at industry events. The team continues to grow the range of data available, to address the needs of new Stakeholder user groups such as iDNOs/ICPs, and to improve the usability of the portal. The team also holds regular webinars and surgeries, and has launched the "NPg Connect" forum to facilitate discussion among data users. It is also working with other DNOs to enable cross-DNO data sharing.

Local Government integration has become another area of strength, with the team establishing direct relationships with all local and combined authorities in the region. The team has also made the LAEP+ tool available to them, all authorities have signed up and there are 24 active users, which will help them conduct Local Area Energy Planning without heavy reliance on external consultants. This team is also building relationships with major social landlords and similar parties in the region.

Regional Energy Strategic Planning (RESP) has been another key activity throughout the year. NESO's development of the Transitional RESP (tRESP) for early 2026 has required significant engagement from NPg, to directly influence and provide input to the tRESP team, and to indirectly support NPg's Customers with understanding and engaging with NESO's requirements. We have been impressed by the extensive commitment NPg has shown to supporting the development of the tRESP.



5.2 Resilience

The frequency of Resilience BPEG meetings was deliberately reduced, recognising the maturity of investment and service areas and associated Stakeholder insights for ED2, but also to create more time for NPg to start developing the resilience propositions for ED3. The ISG observed five Resilience BPEG meetings, in May, June, August and November in 2025 and in March in 2026.

The ISG has been pleased to note an apparent wider recognition within NPg of the need to ensure that the operational aspects of delivering a resilient service are internally fully linked up with the need to maximise Stakeholder satisfaction where NPg activities, both active and reactive, affect Stakeholders. The extent to which there was a gap in this area of NPg's approach historically now appears to be less of a concern for the ISG.

The Resilience BPEG has divided its attention between the following seven areas:

- The overall health and resilience of Northern Powergrid's network
- Storm resilience
- Improvements in the overall network performance, in terms of reducing the numbers of Customer interruptions and Customer minutes lost
- Climate change/climate resilience
- Improvements for "Worst Served Customers"
- The Boston Spa Voltage Optimisation (BEET) project
- The Micro resilience initiative

These items formed the standing agenda for the Resilience BPEG meetings, augmented by other relevant issues arising from time to time. The meetings also studied the routine feedback, common to all BPEGs, from interactions between Stakeholders and the business overall, looking for issues of relevance to the seven areas listed above.

Observations, Challenges and Support from the ISG

1. **The overall health and resilience of Northern Powergrid's network**

   Overall health and resilience is delivered through NPg's capital investment programme, with the most significant part of the investment being to replace assets that are in the worst condition and present increased risk of failure and impact on Stakeholders. Therefore, NPg's focus is on delivery rather than continued Stakeholder engagement on the programme, or its components.

The ISG noted reporting on 2024/2025 delivery within NPg's "Business Plan Commitment Report" published in October 2025 and commented on the relevant material before it was published. From wider ISG interaction with NPg, there is a worry that the investment programme is behind where it might be expected to be. The ISG recognises that investment does not necessarily need to follow a linear programme but remains concerned that NPg will struggle to fulfil their full commitment by the end of ED2, despite assurances. Tempering this worry is the expectation that investment in ED3 will be of at least the same, or higher magnitude, so building the supply chain to an increased delivery capability by the end of ED2 is a rational approach.

2. Storm resilience

A focus in the early part of the year was on the development of the investment plans for resilience following Ofgem's decisions in the Storm Arwen re-opener. A newly emerging worry at the end of the year is that some of the planned interconnector circuits to neighbouring DNOs may not get built due to actions taken by those DNOs. The outcome of this work will not be known until next year.

BPEG discussions focussed on the challenges of explaining the nature and impact of the investment, including any attendant local disruption to affected Stakeholders. The ISG was pleased to note that NPg has recognised the close parallel with the engagement needed for the "Worst Served Customer" improvements, and that the engagement is undertaken on the same basis. However, ensuring that this emerging realisation is baked into business-as-usual in the future remains an area of interest for the ISG.

NPg is continuing to liaise with other utilities in relation to the mutual implications of storms. The ISG is aware of continuing interaction with the water and telecoms providers in the area. We have noted that these relationships seem to have become more mature and fruitful over time, with a general wider understanding of the likely impact of storms on each other's services.

3. Improvements in the overall network performance, in terms of reducing the numbers of Customer Interruptions and Customer Minutes Lost

Very much in line with the ISG's previous reports in this area, the ISG has been monitoring the investment delivery and also the overall performance, noting that it has been reported transparently in the 2025 SLC50 report. The ISG has observed the apparent worsening of performance, despite the investment, but accepts that annual year on year variations in severe weather has an impact. The ISG is also pleased that NPg appears to recognise that investment in system automation is still a priority, although we note that the programme of automation will need to run on substantially into ED3, subject to regulatory funding considerations.

4. Climate change/climate resilience

The nature of this challenge is quite similar to the overall health and resilience of Northern Powergrid's network (section 5.2.1) in that NPg's well justified assumptions about climate change and its effects and mitigations were baked into its Business Plan, with the current focus on delivering the plan. Nevertheless, this challenge is an active area and NPg is engaged in discussions and projects with a range of institutional Stakeholders.

5. Improvements for "Worst Served Customers"

The definition of "Worst Served Customers" relates to the number of interruptions to supply suffered over a rolling period. As defined by Ofgem, these customers have experienced twelve or more unplanned higher voltage (HV) and above interruptions over a three-year period with no less than two interruptions in any one year. As faults are effectively random events, the determination of individual Customers defined as "Worst Served" changes over time depending on the incidence of network faults. In line with the annual vulnerability report NPg has identified an increase in numbers of Worst Served Customers in 2025, driven by the number of severe weather events in the rolling three-year period. As noted in 5.2.2 above NPg's appreciation of the stakeholder management needs associated with Worst Served Customers has improved, although the ISG will wish to retain scrutiny over this challenge in the future.

6. The Boston Spa Voltage Optimisation (BEET) project

This project has been very active in 2025/2026 and, as in previous years, the NPg team has undertaken significant engagement with local Customers and Stakeholders, collating organised feedback. Although the project is being wound down, there is the expectation that the learnings from it, in terms of the careful management of the voltage delivered to Customers, will be rolled out as business-as-usual in the future, and will feature prominently in ED3 proposals. The ISG has also been pleased to see the leadership position NPg has taken in the industry in a wider review of voltage management for lower voltage (LV) customers, and the team's engagement with Government and Ofgem in considering helpful legislative changes. The legislative changes are principally proposed to help DNOs connect more renewable generation, particularly solar photovoltaics (PV), but the evidence and experience from the Boston Spa Project has formed a key part of the proposals.

7. The Micro resilience initiative

This project started engaging with affected Customer early in 2024/2025 and has continued in 2025/2026. Progress remains slow as there have been a number of technical issues which have taken extended times to solve. The follow-on project, Multi-Resilience, has been delayed because the learnings from the Micro-Resilience initiative are not yet available.

5.3 Meeting Customer Needs

The Meeting Customer Needs (MCN) subgroup has provided strategic oversight, challenge and assurance throughout 2025/2026, focusing on how effectively Customer and Stakeholder insight is gathered, interpreted and used to shape service design and delivery. The subgroup has acted as a constructive "critical friend", testing whether engagement activity is proportionate, well-targeted and demonstrably influencing outcomes, while maintaining a strong focus on delivery against ED2 commitments and supporting readiness for ED3. Over the year, the group has increasingly encouraged a move away from reporting activity for its own sake towards clearer articulation of learning, impact and tangible change for Customers.

Gathering and Responding to Stakeholder Insights

Across the year, the MCN subgroup reviewed a wide range of engagement activity with Customers, communities and partner organisations, including digital engagement through the Online Community, workshops, forums, surveys, Customer testing and partner-led events. Particular emphasis was placed on ensuring that engagement activity avoided duplication, was appropriately coordinated across teams, and aligned with wider Customer insight workstreams.

Members consistently welcomed the increasing use of mixed-method engagement approaches and the growing confidence of teams to test ideas at formative stages, particularly in relation to digital communications, power cut information and Priority Services Membership. The group supported the use of AI-enabled insight tools to triangulate Customer feedback, while also providing challenge on the need for clarity, balance and prioritisation within insight reporting to ensure it remained useful for decision-making.

By late 2025, the subgroup noted a shift towards engagement being embedded as business-as-usual across many work areas, with clearer feedback loops to show Customers and Stakeholders how their views had shaped changes to services, tools and approaches.

Regional Workshop 2026

Key Focus Areas

Throughout the year, the MCN subgroup focused on a number of key priority areas where effective engagement was critical to meeting Customer needs, including:

1. *Unplanned Power Cuts and Digital Power Cut Experience*

   Significant attention was given to engagement with Customers experiencing multiple interruptions, Worst Served Customers and those in hotspot areas. The group reviewed work to improve the power cut map, restoration information and customer communications, including testing new digital journeys, videos and messaging. While early discussions highlighted that many initiatives were still in planning stages, by late 2025 and into 2026 clearer engagement plans and testing activity were in place.

2. *Extra Care Services for Customers experiencing multiple interruptions*

   The development of the Extra Care Service became an increasingly important focus, with the subgroup reviewing how Customers were identified, how support was tailored beyond restoring supply, and how ongoing feedback would inform continuous improvement. Mobilisation of the service towards the end of 2025 was welcomed, alongside the commitment to bespoke engagement and post-service evaluation.

3. *Priority Services Membership (PSM) Digital One Stop Shop and Welcome Pack*

   The subgroup tracked the development of the PSM Digital One Stop Shop website over the year, noting extensive engagement with Customers, partners and frontline staff to shape content, signposting and user journeys. This work was highlighted as a strong example of responsive engagement influencing design, with delivery milestones clearly communicated and testing continuing into early 2026.

4. *Low Carbon Technologies (LCT) and Fuel Poverty Partnerships*

   The year saw a significant ramp up of the delivery of customer support related to Low Carbon Technologies. At the year-end, delivery was ahead of target, having been behind in the previous year. This year saw a marked emphasis on alignment of LCT and fuel poverty engagements, delivered through Partners Together forums and strategic relationships with organisations such as Citizens Advice. This shift has resulted in new partnerships and initiatives to ensure fuel poor customers can benefit from LCTs. The group welcomed the increasing alignment between LCT, fuel poverty and community energy work and the role of engagement in supporting more joined-up delivery.

5. *Community Energy and the Stronger Together Programme*

   In this reporting year, the Community Energy team was fully deployed, which resulted in a significant increase in activity in this area, including Community Energy engagement activities featuring forums, project support and the development of the Stronger Together network. The subgroup recognised the growing strategic importance of this area and the opportunity to better connect community-led insight with wider customer need and vulnerability agendas. The Government's Local Power Plan, which was published in February 2026, will provide further strategic focus and direct funding for community energy projects in years to come.

5.4 Our People, Our Communities (OPOC)

Throughout the year, the OPOC subgroup has provided strategic oversight and challenge across NPg's regional engagement activities and its internal people sustainability pillar.

The group's work centred on two primary tracks: enhancing localised Stakeholder engagement and helping colleagues and communities thrive through the delivery of the company's sustainability objectives.

Regional Engagement and Customer Voice

This area saw a significant portion of the subgroup's agenda focused on transitioning from reactive regional updates to a coordinated, data-driven engagement strategy.

The subgroup's engagement with the rollout of the new AI-powered triangulation platform, which was designed to centralise research and engagement insights, was shown to have a positive impact in this area. This tool helps ensure that business-as-usual interactions by Regional Customer Service Managers are captured to inform long-term strategic thinking and business decision making.

Henri Murison, ISG, in NPg Contact Centre

1. *Political and Stakeholder Liaison*

   Members tracked engagement with 84 MPs and 7 Mayors, engaging in proactive briefing packs to address localised issues such as power cut frequency and infrastructure investment.

2. *Regional hotspots*

   Engagement focused on high-impact local issues, including vegetation management in North Yorkshire, undergrounding schemes, such as in Teesside (Skelton), and network upgrade projects like those in West Yorkshire (HD9/Holme Valley).

3. *Vulnerability and support*

   The subgroup monitored outreach for the Priority Services Register and community-led social impact projects, such as the "dynamic drains" project in Preston Road, Hull.

Sustainability and Workforce

Additionally, the subgroup played a critical role in defining and challenging the metrics for NPg's sustainability dashboard, specifically under the "Help colleagues and communities to thrive" pillar. The oversight of sustainability has been strengthened across the business with governance that is also observed by a member of the ISG.

1. *Strategic objectives*

   Reviewing progress against key 2028 targets, the subgroup monitored activities relating to the creation of 1,000 green job opportunities and activities supporting 800 pupils annually in STEM and decarbonisation education.

2. *Inclusion and Diversity*

   Discussions focused on widening access to career paths, including targeted recruitment for ex-Armed Forces personnel and increasing female representation in leadership training. The ISG has placed a significant spotlight on this area regarding Customer outcomes and intends to maintain a firm grip on accountability for future performance in light of the pace of progress in this area.

3. *Employee Wellbeing*

   The ISG challenged NPg on its "Employer of Choice" initiatives. While there was progress on reviewing flexible benefits and fair work charters, the subgroup noted some internal resistance to radical change regarding employee benefits and the integration of youth panel feedback.

6 DRP Sub-Committee Report

Over the last 12 months, the DRP Sub-Committee has seen NPg continue to develop and document governance and transparency of decision-making processes (particularly regarding the LV network), launch closer to real time local flexibility tenders, and undertake pilots of more innovative uses of flexibility (e.g. demand turn up).

Data availability and accessibility has again been a high point. The DRP has also been pleased to see continued high quality engagement with Stakeholders and actions taken to respond to their needs. Therefore, the DRP was disappointed with NPg's ranking in the DSO Incentive Stakeholder Survey as the DRP does not see that this survey reflects the very positive engagements and feedback from stakeholders that the DRP has observed.

This year, the work undertaken to ensure that no Customers are left behind has yielded important insights on structural barriers to uptake that will feed into ED3 planning as well as recommendations for improving national and regional policy.

Looking forward, the DRP expects a strong focus on how NPg works to grow its flexibility markets and make them as attractive as possible for flexibility service providers, and how it leans in to support the market facilitator delivery plan. Additionally, in the context of Clean Power 2030 and Ofgem's proposal for ED3 to recognise the broader benefits and use-cases of flexibility, the DRP will be looking at how NPg actively engages to shape the regulation, policy and tools to support the broader benefits and use-cases of flexibility.

The team responsible for NPg's DSO functions (the Energy Systems Directorate) has welcomed the challenge and scrutiny of the DRP and been open and forthcoming about the journey NPg is on. The DRP has also spoken to other parts of the organisation (e.g. Vulnerability, Investment Planning), to gain a broader context and consider the synergies between the DNO and DSO functions. Information requested has always been provided promptly and professionally, whichever part of the organisation it was requested from.

A link to the full report from the DRP can be found here.

7 Preparing for ED3

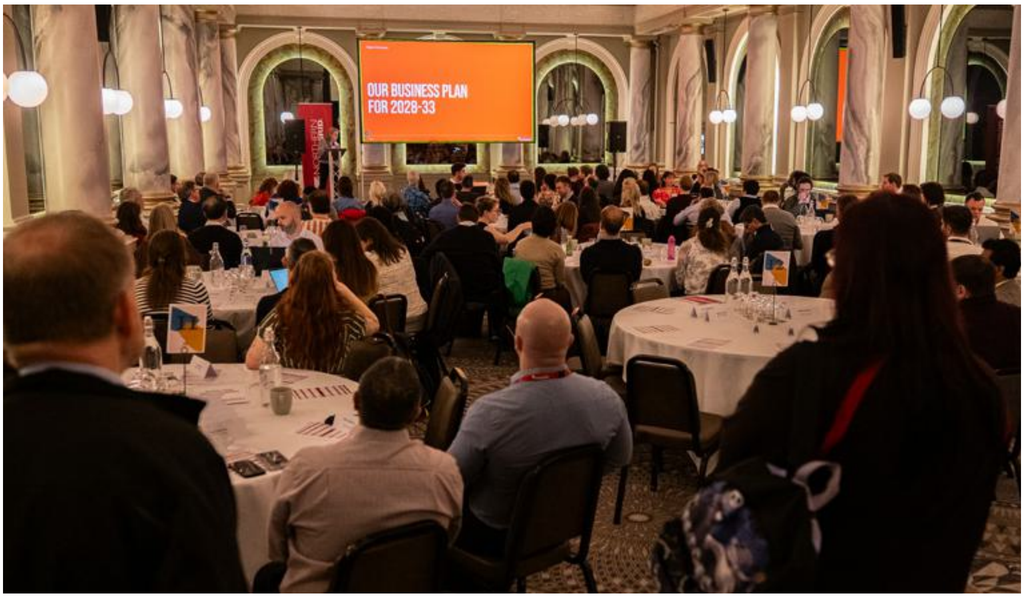
Ofgem's ED3 process is the regulatory framework that will set the revenues, outputs and incentives for DNOs for the period 1st April 2028 – 31st March 2033. ED3 is expected to see substantially more network investment than ED2 and is intended to support decarbonisation, electrification of transport and heat, and the transition to a more regionally planned energy system. Ofgem has described ED3 as a "transformational framework" for local electricity networks, with a stronger emphasis on anticipatory investment, strategic planning and consumer value.

The ED3 timetable formally began with the publication of the Framework Consultation in November 2024. That was followed by the Framework Decision in Spring 2025, which set the high-level direction for the price control. Ofgem then issued the Sector Specific Methodology Consultation (SSMC) in Q4 2025, outlining detailed proposals for cost assessment, outputs, uncertainty mechanisms and incentives. Draft Business Plan Guidance was also shared with DNOs in Q4 2025.

While it postdates the period covered by this report, a key milestone occurred on 21st May 2026 – Ofgem published both the Sector Specific Methodology Decision and the final Business Plan Guidance. These documents define the information requirements and assessment criteria for company submissions.

DNOs are required to submit their ED3 business plans during 2026, with draft plans expected in July and final plans due in December.

Following assessment of the submissions, Ofgem expects to publish Draft Determinations in Q2 2027 and Final Determinations in Q4 2027, ahead of licence modifications in Q1 2028 and the commencement of ED3 on 1st April 2028.



Regional Workshop 2026

7.1 The challenge ahead

As NPg prepares for the RIIO-ED3 price control period, which begins in 2028, it faces a complex combination of operational, financial and societal challenges. ED3 will be a defining period for electricity DNOs because it coincides with the acceleration of electrification, net zero delivery, increasing Customer expectations and tighter regulatory scrutiny from Ofgem. NPg must demonstrate that it can modernise the network while maintaining affordability and resilience.

One of the biggest challenges is understanding what the scale and pace of decarbonisation will be. To that end, NPg has spent a good deal of time talking to its Customers about their expectations, priorities and willingness to embrace trade-offs. The growth in use of electric vehicles, heat pumps, battery storage and distributed renewable generation is placing new demands on local electricity networks but uncertainty remains as to how quickly that growth will emerge, particularly given the global conflict issues mentioned earlier, which have given rise to increasing affordability concerns.

Traditional distribution systems were designed for one-way power flows and predictable demand patterns, whereas ED3 will require much smarter, more flexible and digitally enabled infrastructure. NPg will need to invest in grid reinforcement, data systems and flexibility markets while still proving value for money to Consumers. That is particularly important in northern regions where industrial decarbonisation and economic regeneration are strongly linked to energy infrastructure investment.

As mentioned a moment ago, affordability is another major issue. Energy bills remain politically and socially sensitive and Stakeholders are concerned about how network investment costs will affect Customers. We have highlighted that the UK already faces some of the highest electricity prices in the world, creating tension between the need for major infrastructure upgrades and the requirement to protect vulnerable Consumers. The company must balance ambitious investment plans with clear evidence that spending delivers measurable Customer benefits. We have been pleased to witness the extent to which NPg has continued to test the various trade-offs with their Customers to date, but would like to see more clarity in relation to the narrative that will need to be deployed to support ED3 investments, particularly given that a significant proportion of any bill increases will be a function of NPg implementing UK energy policy – something that neither NPg, nor Consumers, will have a choice over.

Resilience and reliability remain central concerns. Severe weather events, such as Storm Arwen, exposed weaknesses in parts of the UK electricity network and increased public scrutiny of distribution companies. While we have previously commented that we have been very pleased by changes post Storm Arwen, NPg must show that its ED3 plans can further strengthen network resilience against storms, cyber threats and climate-related disruption while maintaining reliable service standards.

The ISG is acting as both a “critical friend” and an accountability mechanism. We publish reports, maintain challenge logs and respond independently to Ofgem consultations on ED3-related policy. This work creates greater external confidence that NPg is not simply developing its Business Plan internally, but it is being rigorously tested externally by independent experts. We have particularly emphasised the need for support for vulnerable Customers, economic growth factors, decarbonisation and consideration for Consumer affordability.

Overall, NPg’s preparation for ED3 reflects the broader transformation of the UK energy system. Success will depend not only on engineering investment but also on public trust, ongoing Stakeholder engagement and the company’s ability to demonstrate that the transition to a low-carbon electricity system can be delivered fairly, reliably and efficiently. The ISG will continue to be a key part of that process by providing independent challenge, transparency and customer-focused scrutiny throughout the development of NPg’s ED3 Business Plan.

7.2 The Process

As referenced earlier in this report, we had hoped that NPg would have been able to get further through the Business Plan development process by the end of this reporting period so that we could start to scrutinise it in detail. However, as also previously mentioned, regulatory delays have contributed to making this difficult, and those delays will put additional pressure on both NPg and ISG workloads as submissions deadlines loom throughout 2026/2027.

That said, NPg has had an ED3 plan team in place throughout the year and has continuously engaged with the ISG on, initially 13 and more latterly 12 workstreams (with the Innovation workstream being subsumed into the Data and Digitisation from Wave 2 onwards).

Each of these workstreams has a planned series of meetings, possibly up to 4 Waves, with all Wave 1 and most of the Wave 2 meetings taking place during the period. Each workstream is chaired by an ISG Member and at least 2 ISG Members attend every meeting.

The 13 workstreams are:

- Asset Resilience
- Climate Resilience
- Connections
- Customer Service & Vulnerability
- Data & Digitisation
- DSO & Flexibility
- Environment
- Innovation
- Load Driven Investment
- Regional Energy Strategic Planning (RESP)
- Security of Supply
- Supply Chain Resilience
- Workforce Resilience (including Deliverability)

As can be seen from this list, these workstreams represent all the key elements of the ED3 plan. The focus to date has been on how NPg is approaching addressing each of these areas and how they are taking Customers' and Stakeholders' views into account. Importantly, Ofgem issued guidance to DNOs on the principles they considered essential for good engagement and research and the NPg team has used that guidance for their work. We were very pleased to see that NPg used external consultants (SIRIO) to audit their Wave 1 work, with the results being very positive.

8 Focus areas for 2026/2027

Unsurprisingly, we expect that ED3 plan scrutiny will ramp up significantly in 2026, particularly as we start to see drafting and can consider how the Customer and Stakeholder engagement we have witnessed has impacted NPg's Business Plan proposals. We will also study the Sector Specific Methodology Decision (SSMD) and see whether any details that have emerged since the SSMC lead to any revised approaches in ED3 development. We will also be looking for clarity in terms of what is expected from DNOs following Ofgem's consultation on their potential future role in energy efficiency.

In terms of our engagement on the ongoing workstreams, we will also be looking to support greater cross-pollination between workstreams, particularly where Customer audiences and themes overlap.

We will be looking for more innovation and greater digitalisation, particularly where that assists improved communication with Customers, deeper understanding of their needs, and improved capability to meet those needs. The development of LCT services, support for vulnerable Customers and an overall fairness in approach will continue to be a key point of focus, as will the monitoring of NPg's ED2 Business Plan commitments delivery.

As mentioned earlier in this report, we are keen to ensure NPg maintains its DEI commitments, particularly in relation to creating and sustaining a representative and resilient workforce.

Annexes

A1 Independent Stakeholder Group Terms of Reference

1. Background

In 2019 Northern Powergrid established a Customer Engagement Group which has now developed into an 'Independent Stakeholder Group' (ISG). All further references in this document will be to the ISG even if it was acting as the CEG at the time. This group was formed in response to Ofgem's requirements as part of the RIIO-2 price review process, and its role is to represent the interests of the consumers and communities that Northern Powergrid serves. The ISG challenged the company to ensure that its developing plan for ED2 properly reflected consumer and stakeholder interests and Ofgem's guidance on priorities for the price review. Once this was completed, there was no requirement from Ofgem to keep the ISG in place. However, the company decided to retain the ISG throughout the whole of the ED2 period (2023-28) to enable it to scrutinize and report publicly on the company's delivery of the commitments in its business plan. More recently Ofgem has re-mandated ISG's as part of the ED3 process and updated its' expectations of ISG's. Those updated expectations are reflected in these Terms of Reference.

2. Role

a. The ISG will operate at arm's-length, independent from both the Company and Ofgem, to scrutinise and provide challenge to the Company both on the ongoing delivery of ED2 commitments and the development of its ED3 business plan and the delivery of ED3 commitments where consumers and stakeholders should be at the heart of the planning process, decision making and operational delivery.

b. The ISG will assess and report on the quality and scope of the Company's stakeholder engagement, and the extent to which its findings are reflected in the Company's work.

c. The ISG will produce an annual report and will maintain a log of its challenges, issues and recommendations to the Company.

3. Duties and scope

a. In carrying out its purpose of providing challenge to the Company's delivery of its business plan (ED2) and development of its business plan (ED3), the ISG will focus on areas that impact consumers and stakeholders and will ensure that it has the expertise the expertise to scrutinise and challenge.

b. The ISG will consider the following areas (including but not limited to):

   i. the Company's delivery of the commitments set out in its business plan for ED2 and the development of its business plan for ED3, including the Company's commitment to Net Zero given that the Sector Specific Methodology decision (SSMD) for ED3 set an expectation that DNO's would take on an enhanced coordination role to support local net zero delivery;

   ii. the Company's 10 year delivery strategy aligned to the ED3 business plan which should demonstrate that, beyond financing, the company is properly considering and planning for the required resources in terms of skilled labour, critical grid components and delivery capacity;

iii. the Company's ongoing progress in addressing the issues highlighted by storms;

iv. the quality of research and stakeholder engagement the Company undertakes to inform its work;

v. the Company's appropriate recognition of the changing energy and social context, and the associated flexing of its year-on-year plans;

vi. the Company's connections performance;

vii. the quality and ambition demonstrated in the company's environmental action plan;

viii. the approach and support that the Company provides to vulnerable customers including its vulnerability strategy;

ix. the Company's social return on investment (SROI) data in respect of activities where baseline funding is sought to address consumer vulnerability;

x. comparative data from other energy companies and from other relevant sectors that the ISG deems relevant;

xi. the Company's approach to system operation and working with others to maximise the benefits for customers of the opportunities presented by more flexible use of the energy system; and

xii. the Company's progress in establishing itself as an outward looking 'anchor institution' in the communities it serves.

This list will be kept under review and amended as appropriate.

4. Outputs and deliverables

a. The primary output from the ISG will be an annual public report on the Company's progress in delivering the commitments in its business plan. This report will also be presented to the Company's Board by the ISG Chair.

b. The ISG may also publish other reports on aspects of the company's performance from time to time.

c. The ISG will observe the work of the Company's Business Plan Engagement Group (and its subgroups) along with sub-groups involved in the development of the ED3 business plan. It will provide feedback to the company on the working of these groups with the aim of improving its effectiveness at keeping consumer and stakeholders needs at the centre of decision making in the Company.

The ISG will also:

a. meet regularly (at a frequency to be decided by the Chair), and produce outputs from its meetings including minutes and actions for each meeting;

b. receive input from other advisory groups established by the Company, such as the Stakeholder Panel, the Citizens Panel, Consumer Voices, Stronger Together Network, Focus for Future, Social Housing Roundtable, Low Carbon Technology Forum, and the Regional Workshops; and

c. collaborate with any ISGs maintained by other DNOs, and with Ofgem, customer representatives and other stakeholders.

5. Chair

a. The ISG has an independent Chair, whose role will include leading discussions and chairing meetings of the ISG. The Chair must act independently and not as a representative of a particular organisation or group of customers.

b. The Chair will be the principal representative of the group in contacts with other parties (including the Company and Ofgem).

c. The Chair is responsible for ensuring that members of the ISG have a good understanding of the main obligations, issues and priorities required to carry out their role as members of the ISG.

d. The Chair should seek to facilitate open, informed discussion and consideration of issues set out in paragraph 3 by the ISG.

6. Membership

a. The ISG will be constituted in such a way that members between them have the range of knowledge, skills, and expertise necessary to scrutinise and challenge the Company's delivery of the commitments in its plan in all the areas set out in Section 3 of these Terms of Reference and have the expertise to scrutinise the development of the Company's ED3 business plan ensuring that, at all times, the Company keeps the people of the North East, Yorkshire and North Lincolnshire at the heart of their thinking, planning and delivery.

b. Members will normally be appointed for a period of 5 years which can be varied by agreement between the Chair and the Company.

c. The Chair will work with the Company to appoint a Deputy Chair whose role will be to deputise for the Chair in the event that they are not available.

d. At least one member of the ISG should have the requisite skills in order for them to be a nominated "Consumer Champion."

e. Individual members will provide expertise relating to their discipline to the ISG, contributing their views as individuals and not seeking to represent any group, organisation or constituency other than the interests of current and future consumers.

f. Members must ensure their contributions enable the ISG to function in a collaborative and cohesive manner.

g. Members may be asked by the Chair to represent the ISG in meetings, including public open hearings in support of the Chair and Deputy Chair.

h. Members must inform the Chair and Secretariat in advance if they are unable to attend any meeting.

i. The Chair shall work with the Company to recruit members of the ISG. The Chair is responsible for notifying the Company if any member(s) of the ISG wishes to leave the ISG and for managing any such leavers whilst ensuring that the overall role of the ISG is not affected.

j. A Member may be removed from the Group by the Chair, in consultation with the Company, if they have committed a serious breach of the standards of conduct laid down in the Terms of Reference.

7. Conduct of the ISG

a. The independence of the ISG Chair and Members from the Company and Ofgem is essential. The ISG must scrutinise and challenge the delivery of the Company's ED2 business plan and development of the ED3 business plan. In doing so, the ISG should seek to achieve the best possible outcomes for present and future consumers and stakeholders.

b. The work of the ISG will be conducted in as transparent a manner as possible, without compromising either individual rights or the Company's commercially confidential information. The ISG will maintain webpages with an up-to-date record of its membership, Terms of Reference, and the progress of its work.

c. The Chair and Members will observe the highest standards of integrity and independence and comply with the principles established by the committee on standards in public life (Nolan Principles – annex 2).

   All members must declare any conflicts of interest that may be relevant to their role as a member of the ISG. A conflicts of interest register will be maintained by the ISG and kept available for public scrutiny. Members must also declare any conflicts of interest at the start of any meeting of the ISG.

d. Members of the ISG may receive commercially sensitive data or personal data relating to named individuals in connection with their role as ISG members. Members of the ISG must agree to keep all such information confidential and to abide by all laws, regulations and legislation in respect of such information (including the processing of any such information).

e. Members of the ISG must agree to enter into any separate agreements with the Company in respect of confidentiality, intellectual property and/or data protection as the Company may reasonably require.

8. Resources and information

The Company will provide the ISG with the following information and resources to assist the ISG in carrying out its role: secretariat support, meeting facilities, etc. All relevant information regarding progress in delivering and developing its ED2 and ED3 business plans, and its background (e.g., relevant government policies, regulatory requirements; planning scenarios).

9. Meetings with the Company

The ISG will meet formally with the Company at least once every three months.

10. Quorum

Four members of the ISG including a designated Chair.

11. Variations to terms of reference

Any changes to these terms of reference must be agreed in writing by the Chair of the ISG and the Company. The terms of reference will be reviewed once a year.

12. Transparency

The ISG will have a webpage which will include:

a. the membership of the ISG;

b. a register of conflicts of interests;

c. the Terms of Reference; and

d. a copy of all reports written by the ISG

13. Definitions

For the purposes of these Terms of Reference, the following terms have the following meanings:

“Company” means Northern Powergrid (Northeast) Limited (company number: 02906593) and Northern Powergrid (Yorkshire) plc (company number: 04112320)

“Ofgem” means the Office of Gas and Electricity Markets.

A2 The Nolan Principles

The seven principles of public life apply to anyone who works as a public officeholder.

The principles also apply to all those in other sectors that deliver public services, so it is appropriate that ISG members, who are appointed to represent the interests of customers and communities, should adhere to them. They are:

1. **Selflessness**
   Holders of public office should act solely in terms of the public interest.

2. **Integrity**
   Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. **Objectivity**
   Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. **Accountability**
   Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. **Openness**
   Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. **Honesty**
   Holders of public office should be truthful.

7. **Leadership**
   Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

A3 Biographies

Chris Murray MBE – Chair

Chris's expertise stems from over 45 years of experience in the UK energy sector, where his remits covered Customer and Employee Engagement, Network Operations, Asset Management, Change and Stakeholder Management, Health and Safety, Gas and Electricity Transmission, Gas Distribution, Regulation and Commercial. In addition to being a three-time CEO, he has over 25 years of non-executive experience and is currently the Chairman at Water Resources South East. Chris is also a Trustee Board Member of the MS Society and the Leicestershire Hospice.

Carol Botten

With over 25 years in the charity sector in North East England, Carol has a broad range of knowledge and experience relating to community engagement and involvement, the VCSE sector, communications, fundraising, strategy and policy influencing. Her previous role as the CEO of Voluntary Organisations' Network North East introduced her to Northern Powergrid and for many years she was an active member of our Stakeholder Panel and Northern Energy Inclusion Group, providing charity sector representation as well as a passion for social justice, inclusion, addressing fuel poverty and climate change.

Carol also served as a board member for the North East Local Enterprise Partnership and was instrumental in the development of Net Zero North East and their work to ensure a just transition to a low carbon future, in particular. Carol now works as a Service Manager at Gateshead Council with a focus on strategic initiatives to alleviate poverty, and tackle inequality and disadvantage.

Mike Kay

Mike worked at Electricity North West for 38 years, the last eight of which he spent as the Engineering and IT Director. He chaired the Distribution Code Review Panel for over a decade and was a member of the Grid Code Review Panel for eighteen years. Since leaving Electricity North West in 2015, he has worked as an independent consultant on a number of projects for the regulated electricity network industries in the UK and internationally. Mike is a member-elected trustee of the Electricity North West pension fund.

Jo Coleman OBE

Jo Coleman has over 30 years of experience in the energy industry, initially working in the oil and gas sector in Europe, the Middle East and East and Southeast Asia before returning to the UK in 2011 to focus on low carbon technologies and the energy transition. She is a non-executive director of the Low Carbon Contracts Company, Guernsey Electricity Ltd and the British Geological Survey as well as an Advisory Commissioner to DESNZ's Clean Power 2030 Mission. Jo also Chairs Northern Powergrid's Distribution System Operation Review Panel.

Jo's previous executive roles have included Strategy Director at the Energy Technologies Institute, Head of Whole Systems Analysis at the Energy Systems Catapult and Energy Transition Manager at Shell UK. Additionally, she has previously been an independent member of the Governments Net Zero Innovation Board, an Observer to the Board of Shell UK and sat on numerous industry and academic advisory boards. Jo is an Ambassador for POWERful Women and the Clean Energy Ministerial's Equality in Energy Transitions Initiative. She is also a Chartered Engineer and Fellow of the IMechE and was awarded an OBE for services to the energy sector in 2018.

Henri Murison MBE

Henri brings his expertise on electricity infrastructure and the transition to Net Zero in the wider economy to the ISG. As the Chief Executive of the Northern Powerhouse Partnership, he works across the wider infrastructure agenda, education, skills and wider industrial policy to drive the agenda on how to close the North – South divide. He has led work on the role of decarbonisation in driving economic growth, specifically focused on the energy sector. Previously, he advised a financial services business on their government and international regulation interest as well as having wider roles in the voluntary sector and as the Cabinet Member for Quality of Life at Newcastle City Council.

Monica Collings OBE

Award-winning former Chief Executive of retail energy supply challenger So Energy, Monica Collings played a pivotal role in the merger with ESB Energy in 2021. Before that, she led Vattenfall's UK retailer. Monica has enjoyed a diverse career spanning markets such as retail home improvement, property, and automotive.

Having transitioned from executive roles, Monica now enjoys a portfolio of non-executive and strategic board advisory roles including Chairing the boards at entech, Swarm and charge point operator Plug-N-Go, and serves on the boards of Dalcour Maclaren and Cornwall Insight. She is a fervent advocate for gender diversity in the workplace having served as the sole female Chief Executive leading a domestic retailer through the energy crisis, and delegate at the United Nations' 68th session of the Commission on the Status of Women.

Graham Oakes

Graham has a PhD in Satellite Image Processing and a background in tech, working with firms such as Cisco, Intel, Skype and Sony. In 2013, he created Upside Energy, a tech platform for managing flexibility on the grid. Upside raised £10m of funding and grew to 35 staff by the end of 2018, at which point Graham stood down to focus on enabling people to participate in the energy transition. Upside was subsequently sold to Octopus Energy, where it now forms the basis for Octopus Energy's KrakenFlex platform.

Graham now supports a number of energy tech startups and works on local and municipal energy projects across the UK and EU. He was a member of BEIS' Engineering Standards Review and Ofgem's Design Advisory Board for Half Hourly Settlement, and is currently a board member of FlexAssure, the ADE's code of conduct for demand response aggregators. Graham's book Project Reviews, Assurance and Governance is published by Routledge.

Independent Stakeholder Group – Register of Interests

A4 2025 Stakeholder Engagement events observed by the ISG

Date	ISG observed NPg engagement, 1 April 2025 - 31 December 2025
01/04/2025	Net Zero for the North Conference, Gateshead
15/04/2025	Customer Webinar on Connections Reform
28/04/2025	Customer Webinar on Connections Reform
16/05/2025	Continue Shaping the Future of Energy: NPg Stakeholder Panel Meeting
20/05/2025	Major Connections Connection Reform Explainer – Hybrids
29/05/2025	Major Connections Connection Reform Explainer – Hybrids
11/06/2025	Connections Reform Explainer: Submitting Evidence to Secure Queue Position
17/06/2025	Flexibility Services - How to Participate in our Upcoming Tenders
24/06/2025	Open Data Webinar - Launch of new Open Data Roadmap
26/06/2025	Youth Insights Panel: Round up of First Year Activities; Scene Setting - Policy Landscape and ED3
08/07/2025	Major Connections Reform Explainer – Initial and Detailed Checks (1-5MW)
22/07/2025	Connections Reform Explainer webinar: Evidence Checks Q&A
06/08/2025	Major connections - Connections Reform Explainer
14/08/2025	Competitive Markets Seminar, York
20/08/2025	Connections Reform ‘Explainer’ Webinar: Connections Reform Q&A
24/09/2025	Connections Reform Explainer Webinar
09/10/2025	Cross Utility Forum: Preparing Customers for Winter and Mutual Aid
23/10/2025	Community DSO (Innovation Project) Engagement, York
11/11/2025	Major Connections Quarterly Webinar (First enduring Gate 2 window)
13/11/2025	Partners Together Forum
13/11/2025	Consumer Voices Panel
20/11/2025	Stakeholder Panel: Open Data and D&D
20/11/2025	Youth Insights Panel: Session 1, Exploring Digital Futures
02/12/2025	Social Housing Roundtable
04/12/2025	NPg Major connections Explainer Webinar - Enhanced Customer Service
11/12/2025	ED3 Fleet Decarbonisation Environmental Roundtable
19/12/2025	Connections Reform Explainer Webinar

2026 Stakeholder Engagement events observed by the ISG

Date	ISG observed NPg engagement, 1 January 2026 - 31 March 2026
20/01/2026	ED3 Circular Economy Environmental Roundtable
29/01/2026	Social Housing Roundtable: Shaping Services for Vulnerable Customers
29/01/2026	Youth Insights Panel: Session 2 Future Talent
05/02/2026	Stakeholder Panel: Stakeholder Preferences within Delivery Constraints in ED3
05/03/2026	Northern Powergrid Regional Workshop 2026 - Teesside & Middlesborough
10/03/2026	Northern Powergrid Regional Worksop 2026 - South Yorkshire
11/03/2026	Northern Powergrid Regional Worksop 2026 - North Yorkshire
16/03/2026	DSO Webinar - Leaving No One Behind in the Energy Transition
17/03/2026	Northern Powergrid Regional Worksop 2026 - Humber
18/03/2026	Northern Powergrid Regional Worksop 2026 - West Yorkshire
19/03/2026	Northern Powergrid Regional Worksop 2026 - North East and Northumberland
23/03/2026	DSO Webinar - Unlocking the Value of Flexibility
24/03/2026	Unlocking Net Zero: the Data Behind our Future Network

If you would like to pose any questions to the ISG or find out more about how it is helping to ensure Northern Powergrid's future plans reflect the needs of the Customers, stakeholders and the communities it serves, email **isg@northernpowergrid.com**